

C-O-N-F-I-D-E-N-T-I-A-L

C E N T R A L I N T E L L I G E N C E A G E N C Y
O F F I C E O F N A T I O N A L E S T I M A T E S

18 April 1967

MEMORANDUM FOR BOARD AND STAFF

FROM: Chief, Estimates Staff, National Estimates
SUBJECT: ONE's Scheduling Problems

1. It has long been generally understood that the quarterly Programs of National Estimates are not strict working schedules, but that they represent hopes and aspirations, sometimes overly optimistic. Slippage of items from one month to another or from one quarter to another has become commonplace to the extent that the schedule for a given quarter is often largely made up of items proposed three to six months before.

2. A number of problems have resulted from this situation. First, the reputation of the Office as a workmanlike and efficient organization has suffered, even though good reasons could be given for each change in the Program. Second, the balance and pertinence of the problem has been affected by the hangover of old commitments. And, third, papers have tended to come to the CES and thus to the Board, the Reps, and USIB in bunches, making for inefficiency at all these stages of a paper's life.

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3. Recognizing that the Office is subject to influences and demands beyond its control and that a certain amount of change in the schedule is necessary and inevitable, there are two changes in procedure which might help with the problems noted above.

(a) At each Estimates Program exercise, limitation of nominations for the program of the second of the two quarters under consideration to those papers on which work need commence forthwith. (A longer list of items under the heading of Unscheduled Estimates would probably follow, but this poses no problem as the USIB commitment to items on this list is less than to those on the program for the two succeeding quarters. Items on the list of Unscheduled Estimates can be dropped or changed with relative ease.)

(b) Publication from time to time of supplemental schedules, like that attached, showing target dates agreed by the CES and the Staffs for the progress of each paper through the several stages of production and coordination. Such schedules would be distributed within ONE only. (No commitment to these supplemental schedules, except that of intention, could be expected

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and it would be understood that unanticipated problems, changes in situations being estimated and the like, would require changes in the schedule. The value of the supplemental schedule would be that it would bring to the attention of the Staff Chief and staff men involved the date on which a draft must go to the CES in order that a specific USIB target be reached. It would also help the CES plan a more efficient spacing of papers for presentation to USIB.)

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